

4-20-2010

Strategic Change and Alignment: ScholarWorks at Boise State University

Marilyn K. Moody
Boise State University

Strategic Change and Alignment: ScholarWorks at Boise State University



Marilyn K. Moody
Dean, University Library
Boise State University
April 20, 2010

SUNY Council of Library Directors Spring Meeting

http://works.bepress.com/marilyn_moody

<http://scholarworks.boisestate.edu>

The “New Normal” for Higher Education

"For universities the new normal means the budget crunch is not going away," Gergen said. Seventy percent of all U.S. college and university students go to public institutions using state funding from budgets so stressed that "more than half of the states anticipate deficits for fiscal year 2011," added Muriel Howard, president, AASCU. "We're not going to spend our way out of this budget crunch," Gergen said. "We're not going to tax our way out of it. We're going to have to innovate our way out of it as a country."

David Gergen, professor of public service at Harvard's JFK School of Government and a director of its Center for Public Leadership, speaking at the TIAA-CREF Institute conference, "Smart Leadership in Difficult Times," on November 5, 2009. <http://www.tiaa-crefinstitute.org/press/news/120309helc.html>



New Library Missions and Roles

“Our current mission affirms that the library is no longer the center of the information universe; rather, its strategic advantage comes from a broader portfolio of assets: our expertise and value-added services have become paramount. The University Libraries have two roles: as leader in areas such as information literacy, copyright, and authors’ rights and as provider of extraordinary information experiences — that is, engaging fundamentally in the lives of students, scholars, and citizens to improve individual productivity and the achievement of their goals.”

Karen Williams. “A Framework for Articulating New Library Roles.” *Research Library Issues: A Bimonthly Report from ARL, CNI, and SPARC*, no. 265 (August 2009): 3–8.
<http://www.arl.org/bm~doc/rli-265-williams.pdf>

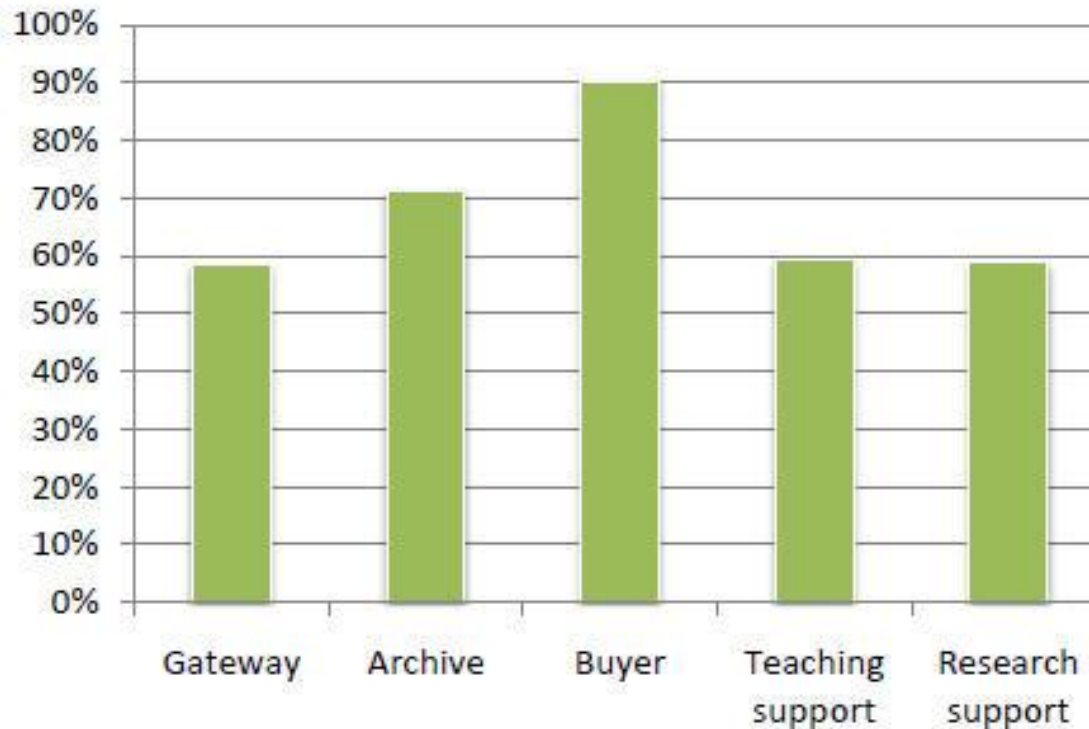


The Library Environment: Change

- Accelerating rate of change for libraries.
- Change is not just technological.
- Many of our past roles have become or will rapidly be obsolete (and ultimately dysfunctional...).
- Many libraries are expending precious energy and resources trying to hold on to old roles.
- Libraries that don't change will become irrelevant to their organizations.

Library Role: Changing Faculty Perceptions

Figure 8: Percent of faculty rating these roles of the library as important



Faculty Survey 2009: Key Strategic Insights for Libraries, Publishers, and Societies. Ithaka S+R. April 7, 2010. p. 10. <http://www.ithaka.org/ithaka-s-r/research/faculty-surveys-2000-2009/Faculty%20Study%202009.pdf>

Aligning Library and Campus Mission and Vision

- Libraries must aggressively realign resources to align with their university's mission, vision, and strategic goals and priorities.
- Universities are changing directions and emphasis and libraries must be part of those changes.
- The library must be seen as an integral player in fulfilling the university mission and vision.



Institutional Strategic Plan



Library Strategic Plan

MISSION: *The mission of Albertsons Library is to actively participate in learning, teaching, and research at Boise State University.*



IN SUPPORT OF THIS MISSION THE LIBRARY:

- Serves as an intellectual and cultural center
- Provides access to, and assistance with, information resources
- Collaborates with the individual, the University, and the community to support life-long learning.



Academic Excellence; Exceptional Research

Goal 1. Serve the campus population by providing an effective library collection.

STRATEGIES:

- 1.1. Optimize electronic access to journals, e-books, and research databases for faculty, staff, and students.
- 1.2. Increase awareness and promote the use of electronic resources.
- 1.3. Provide collections that serve the diverse populations and needs of the University community.
- 1.4. Constantly review and revise library processes and acquisitions resource allocations to ensure support of campus academic programs and research.
- 1.5. Assess user satisfaction with the library collection.
- 1.6. Review and modify collection development and related policies in order to effectively develop the library collection.
- 1.7. Continue the transition to electronic access as the preferred format for most library resources.

Academic Excellence; Vibrant Culture

Goal 2. Promote an environment that enhances learning.

STRATEGIES:

- 2.1. Provide both physical and virtual interactive learning spaces for students.
- 2.2. Encourage student use of the physical library by making it a more welcoming, comfortable place to study, work with others, and conduct research.
- 2.3. Use assessment measures to improve and adapt the learning environment.

Academic Excellence

Goal 3. Actively participate in teaching.

STRATEGIES:

- 3.1. Provide instruction in the location, access, retrieval, and use of information resources and research strategies.
- 3.2. Support teaching by providing access to library and information resources supporting the curriculum in all disciplines.

- 3.3. Partner with faculty to develop information literacy skills in students.
- 3.4. Continuously review and assess effectiveness of library instruction.
- 3.5. Support opportunities for collaborative teaching and learning partnerships with campus programs and student groups/organizations.

Exceptional Research

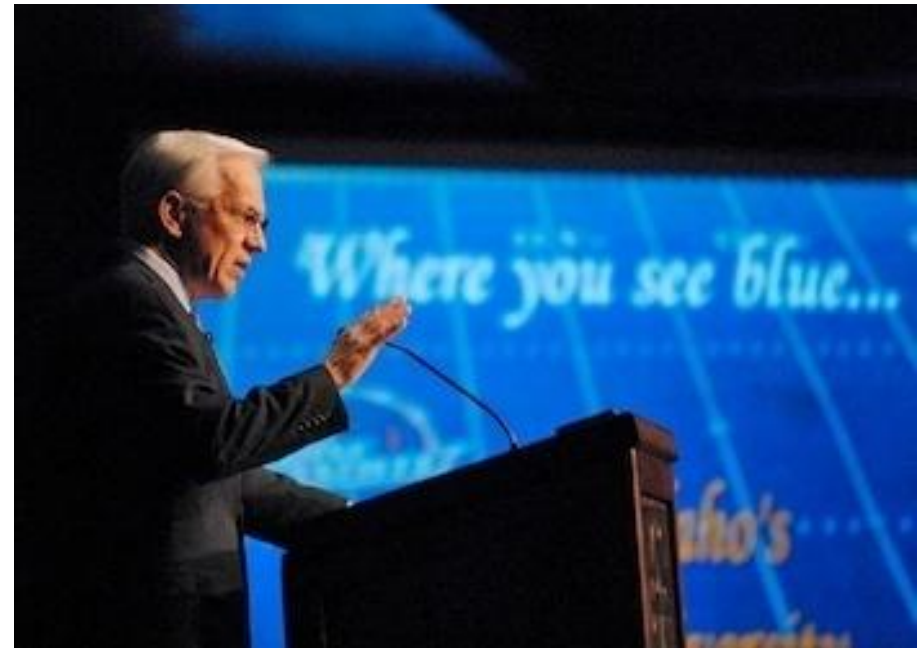
Goal 4. Provide support for the research needs of our faculty, staff, and students.

STRATEGIES:

- 4.1. Provide access to the journals, books, databases, and other information resources needed for research.
- 4.2. Develop and provide researchers with specialized access tools and services that support their use of library and information resources.
- 4.3. Identify areas where library collections need to be strengthened to support research needs.
- 4.4. Provide support for new masters and doctoral programs.
- 4.5. Institute ways for library users to communicate needs and request library resources and services in support of research.

Framing the Conversation about ScholarWorks

- Focus on making research and scholarship available to an external audience.
- Emphasize benefits to faculty and students.
- Stress institutional strengths, such as undergraduate research.
- Emphasize institutional priorities.



University's Role In the Dissemination of Research and Scholarship

The creation of new knowledge lies at the heart of the research university and results from **tremendous investments of resources** by universities, federal and state governments, industry, foundations, and others. The products of that enterprise are created to benefit society. In the process, those products also **advance further research and scholarship**, along with the teaching and service missions of the university. Reflecting its investments, the academy has a **responsibility to ensure the broadest possible access** to the fruits of its work both in the short and long term by publics both local and global.

"The University's Role in the Dissemination of Research and Scholarship—A Call for Action" p.1. February 2009. <http://www.arl.org/bm~doc/disseminating-research-feb09.pdf>

Aligning ScholarWorks With Strategic Priorities



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A service of Boise State University, ScholarWorks provides access to an array of research and scholarly activities including: dissertations, theses, faculty publications and research.



Boise State University ScholarWorks Services

- Digital Commons/Selected Works Platform
- Open access for faculty publications
- Publishing platform for university publications
- Faculty profiles
- Open access journal publishing
- Undergraduate research
- Electronic theses and dissertations
- University documents

ScholarWorks Description

- ScholarWorks is a collection of services designed to capture and showcase all scholarly output by the Boise State University community. These services include:
- Identifying and making available via the ScholarWorks web site documents and files produced by the faculty, research groups, and students of Boise State University.
- Creation of SelectedWorks pages which highlight the scholarly accomplishments of each individual faculty member.

ScholarWorks Description

- Distribution of regular reports that provide data on the impact and usage of faculty publications.
- Access to simple and inexpensive electronic publishing of original series, journals, and monographs.
- Promotion of research efforts via a searchable database, reports to key administrators and stakeholders, and coordination with other research recognition activities.

Strategic Alignment: Capitalizing on Faculty

- Customized profile pages showcasing individual faculty.
- Opportunities for conversations about author rights.
- Connects student research to faculty mentors.
- Involving new faculty by creating SelectedWorks pages for them.



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Pushpa Raghani

Assistant Professor, Department of Physics

Applications of ab initio Density Functional Theory (DFT)
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Realigning Faculty Conversations

Library Alignment

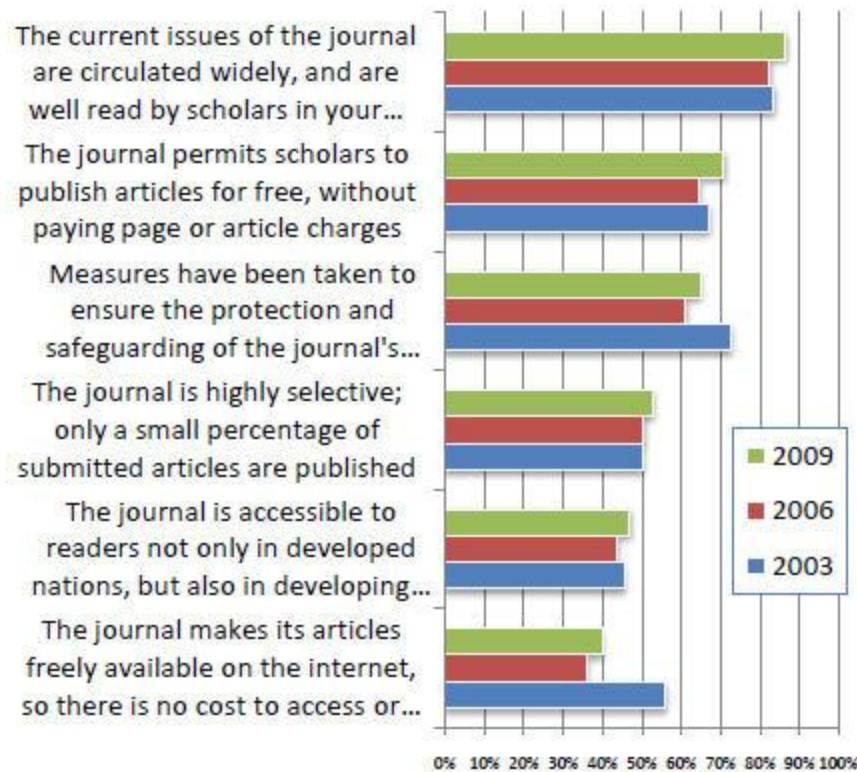
- Open access
 - Serial crisis
 - Preservation
- Showcasing the institution as a whole

Faculty Alignment

- Tenure
- Ability to do their research
 - Recognition by peers
 - Sharing scholarship

Faculty Journal Publishing Decisions

Figure 1: Percent of faculty responding “very important” to the question “When it comes to influencing your decisions about journals in which to publish an article of yours, how important is each of the following characteristics?” in 2003, 2006, and 2009



Faculty Alignment Appeal

- Wider dissemination of individual research results; greater use and citation, greater visibility.
- “Google Factor”—more easily found on open web.
- Professional looking, centralized, easily maintained web site.
- Easy way to showcase their student’s research.
- Makes items not now readily accessible available—i.e. older items, grey literature, reports, data sets.

Selected Works Profiles

Selected Works of David A. Rickels

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Dr. David A. Rickels is an Assistant Professor and Director of Music Education the Department of Music. He holds a Doctor of Musical Arts degree in Music Education from Arizona State University. He has previously taught in a wide range of settings from kindergarten through college, including general music, beginning band, marching bands, concert bands, jazz bands, music theory, and music education courses. Dr. Rickels also has an extensive and varied background of 15 years in the marching arts as a performer, instructor, designer, and adjudicator. As a conductor, Dr. Rickels has performed with the Mesa Community College Day Band and the Arizona State University Concert Band in addition to his high school ensembles. His interests as a researcher have centered on music teacher recruitment and issues surrounding competitive processes for bands.

Articles (Peer Reviewed)

 [Link](#) **Influences on career choice among music education audition candidates: a pilot study** (with Kimberly H. Councill, William E. Frederickson, Michelle J. Hairston, Ann M. Porter, and Margaret Schmidt), *Journal of Research in Music Education* (2010)

The purpose of this pilot study was to survey prospective undergraduate music education majors to...

 [PDF](#) **A Comparison of Variables in Arizona Marching Band Festival Results**, *Journal of Band Research* (2008)

This study investigated the relationships between scores at high school marching band festivals during the...



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David A. Rickels

Boise State University

■ Assistant Professor and Director of Music Education, Department of Music

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 **PDF** **Encountering Technology in the Music Classroom**, *Arizona Music News* (2007)
This article presents several strategies for music teachers who are struggling with the assimilation of...

Reviewed Presentations


Access, equity, and effectiveness: Challenging the music education paradigm (with Sandra L. Stauffer), *Biennial Research Seminar of the International Society for Music Education* (2010)
This paper reports one of three parallel investigations in a large study funded by the...

 **PDF** **A Demographic Study of Music Education Professors in the United States (Poster Session)** (with Wesley D. Brewer), *Society for Music Teacher Education* (2009)
The purpose of this study was to construct a demographic and workload profile of the...

 **PDF** **Lillian Williams Linsey: A Legacy of Leadership (Poster Session)**, *ArtsWork Arts Education Graduate Student Research Symposium* (2008)

 **File** **Perceptions of a career choice in music education: The voice of the high school student (Poster Session)**, *Society for Music Teacher Education* (2007)
The purpose of this qualitative study was to examine influences on high school music students'...

Other

 **PDF** **A Multivariate Analysis of Nonperformance Variables as Predictors of Marching Band Contest Results (Dissertation)** (2009)
The purpose of this study was to examine a set of nonperformance variables pertaining to...



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David A. Rickels

Boise State University

■ Assistant Professor and Director of Music Education, Department of Music

[Curriculum Vitae \[PDF\]](#)

Expertise

- Music Education
- Band - Instrumental, Marching
- Music Teacher Recruitment

Honors & Awards

- 2007 Arizona State University Graduate Fellowship Award
- 2006-2008 Katherine K. Herberger Endowed Fellowship in Music
- 2005 Herberger College Outstanding Graduate Student in Music Education


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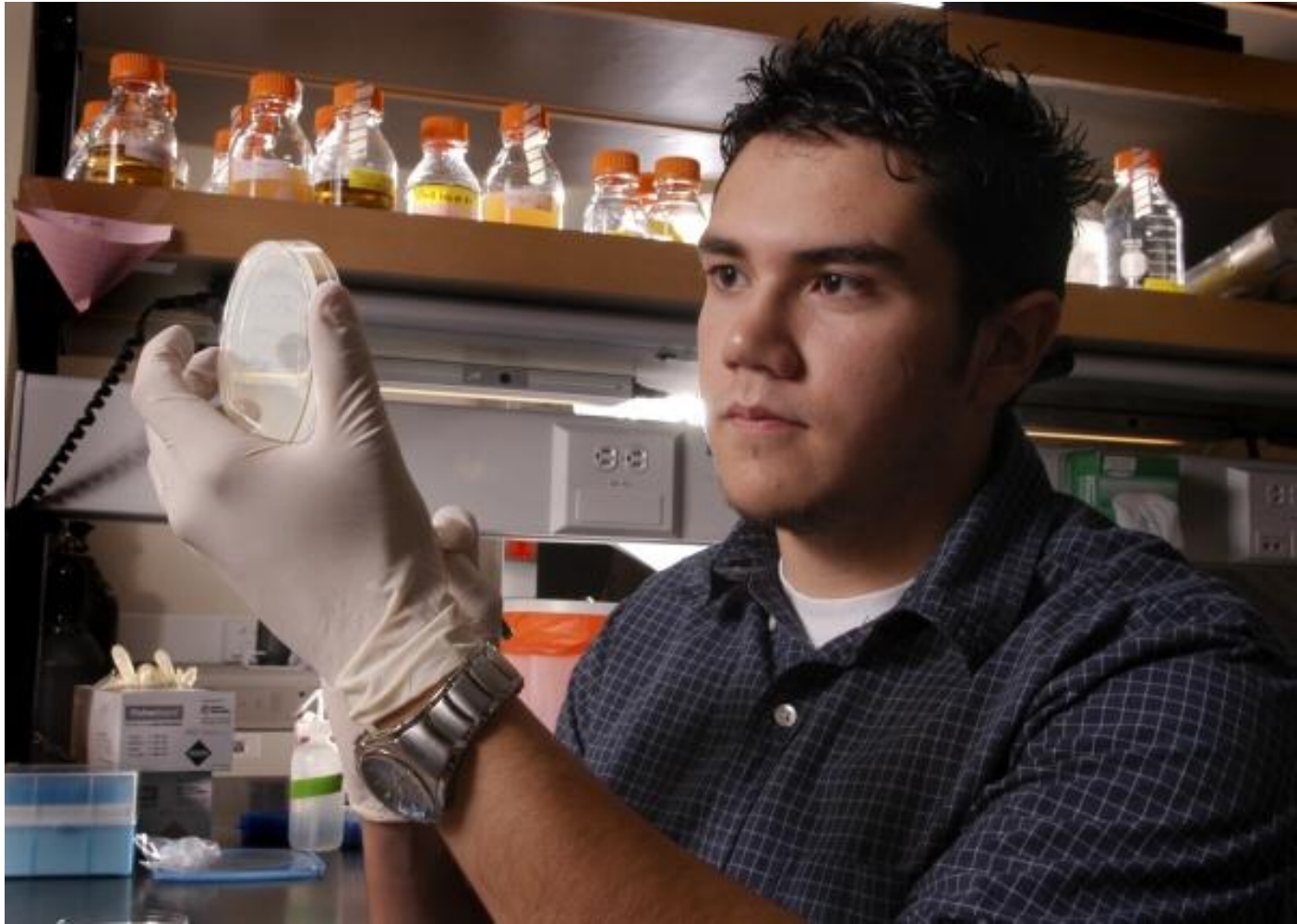


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Population Dynamics of Ten Avian Species Breeding at Lucky Peak, Boise Foothills, Idaho

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[Heidi Ware](#), *Department of Biological Sciences, Boise State University*

Document Type

Presentation

Publication Date

4-12-2010

Faculty Sponsor

Dr. Jay Carlisle, Idaho Bird Observatory

Abstract

Long term projects like the Idaho Bird Observatory's Lucky Peak banding station provide valuable information on bird conservation and life history traits. We explored banding data from 1997-2000 to examine yearly patterns of abundance and



Population Dynamics of Ten Avian Species Breeding at Lucky Peak, Boise Foothills, Idaho

Heidi Ware, Dr. Jay Carlisle, & Dr. Alfred Dufty

Department of Biological Sciences, Boise State University, Boise, Idaho, 83725, USA



ABSTRACT

We explored capture and banding data from 1997-2009 at the Idaho Bird Observatory's Lucky Peak banding station to examine patterns of abundance and survivorship for the ten most frequently-captured breeding bird species, including how these patterns varied by year. We found that survivorship patterns vary by species. We documented Nashville and Yellow Warblers surviving up to four years whereas multiple individuals of Dusky Flycatcher, MacGillivray's Warbler, and Chipping Sparrow lived seven years or more. In fact, several Western Tanagers and Dusky Flycatchers exceed or match longevity records according to the USGS Bird Banding Lab's database.

The ratio of hatch-year birds (0 year old) to adult birds (1+ year old) lends insight into survivorship, productivity, and recruitment within Lucky Peak's breeding bird community. The ratios observed in Warbling Vireos and other species suggests that immigration is important for maintaining their breeding populations at Lucky Peak. In contrast, ratios for other species implied that many individuals that are hatched at the site return to breed.

Our analysis also revealed trends in population dynamics and striking annual differences in species' abundances. Neotropical migrant warblers such as MacGillivray's Warbler and Yellow Warbler peaked in both 2003 and 2007. Interestingly, short-distance migrant sparrows such as Chipping Sparrow and Spotted Towhee peaked in 2004. Preliminary investigations into weather trends showed some meaningful correlations for the species analyzed. Precipitation and temperatures from Boise, ID (breeding grounds) and Guadalupe, Mexico (reproductive wintering grounds for Neotropical migrants) were correlated to yearly population changes for some species. MacGillivray's Warbler populations are known to winter in Mexico near Guadalupe and were influenced by winter precipitation whereas Audubon's Warbler and Warbling Vireo year to year numbers were influenced more by springtime temperature and precipitation in Boise.



INTRODUCTION

Goals of study:

- Explore variables that effect populations of passerine bird species breeding at Lucky Peak near Boise, ID
- Many variables cause animal populations to fluctuate annually, including:

- habitat change
- changes in predator-prey interactions
- weather
- disease

This study explored population changes caused by:

- life history traits
- diet - seeds versus insects
- migratory strategies - distance, location, timing
- weather
- breeding grounds (Boise)
- wintering grounds (Guadalupe)

• Use recapture data to determine longevity

• Analyze weather data from breeding (Boise) and wintering grounds (Guadalupe) to determine its effects on population

• Compare differences in species' diet and migratory strategy to explain population trends.

• Use age ratios of Hatch Year (0 year old) and Second Year (1 year old) birds to infer survivorship and recruitment

Hypotheses:

- Species with few young produced locally must rely on immigration to maintain populations
- Species with different diets or migratory strategies will differ in their patterns of variation in annual success
- Weather may be a significant cause of the observed population fluctuations

METHODS

- Utilized 13 years of data from Lucky Peak for the 10 most common breeding species

- Calculated minimum possible age for longevity data

- Population abundance calculated

- Regression analysis used to correlate population and weather trends for 2000-2009

- airport temperature and precipitation data used for weather analysis

- regression analysis of Boise data performed for:

- Audubon's Warblers, Warbling Vireos, Dusky Flycatchers

- analysis of Guadalupe data done for:

- MacGillivray's Warblers, Warbling Vireos, Dusky Flycatchers

RESULTS

Species listed in order of abundance

(=total individuals captured during the 2000-2009 breeding seasons)

- Dusky Flycatcher (n=1,805)

- MacGillivray's Warbler (n=1,736)

- Chipping Sparrow (n=1,115)

- Yellow Warbler (n=1,095)

- Nashville Warbler (n=1,006)

- Audubon's Warbler (n=976)

- Spotted Towhee (n=763)

- Warbling Vireo (n=713)

- Western Tanager (n=625)

- Lazuli Bunting (n=364)

- Other species populations had equal proportions of HY & SY birds

- Many second year (SY: 1 yr old) 'adult' birds and few locally-produced hatch year (HY: 0 yr old) birds in populations of:

- Warbling Vireo (Figure 1)

- Western Tanager

- Dusky Flycatcher

- Other species populations had equal proportions of HY & SY birds

- Life Histories (Figure 2)

- Chipping Sparrows and Spotted Towhees:

- populations peak near 2004

- Yellow and MacGillivray's Warblers:

- populations peak near 2001, and 2007

- populations decrease in 2004

- Longevity

- Maximum age for individuals:

- range: 4 to 10 years

- most species: 6 or 7 years

- Several species matched or exceeded age records:

- Dusky Flycatcher:

- BBL Bird Banding Lab record: 8 years

- Lucky Peak record: one age 10, one age 9

- Western Tanager:

- BBL and Lucky Peak record: 6 years.

- Some species were well below BBL records:

- Yellow and Nashville Warblers:

- BBL record: 10 years

- Lucky Peak record: 4 years

- Weather

- Boise weather has significant impacts on populations.

- Springtime temperatures and precipitation influenced:

- Audubon's Warblers (Figure 3)

- greater June rainfall = higher #s of HY birds

- Warbling Vireos (Figure 4)

- warmer average spring temp = higher numbers of total birds

- Guadalupe weather had impacts on MacGillivray's Warbler populations (Figure 5).

- more February precipitation = higher numbers of MacGillivray's Warblers

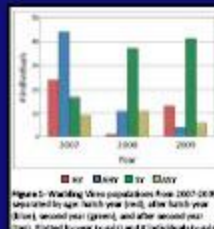


Figure 1: Warbling Vireo populations from 2000-2009

Ratio of age: hatch year (red), after hatch year (blue), second year (green), and after second year (black). Plotted by year to see if all individuals were

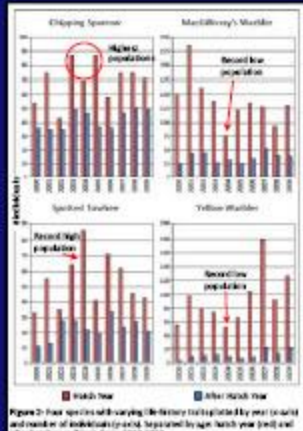
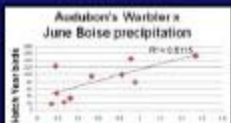


Figure 2: Peak species with varying life histories (populations by year (hatch and after hatch year) from 2000-2009)



PRELIMINARY CONCLUSIONS

Age ratios (Figure 1)

- Few HY birds in one year and more SY birds

the following year strongly suggests:

- not all SY birds were hatched at Lucky Peak
- recruitment (immigration of new individuals into a population) is important for these species

- adult population is not sustained by young produced at the site

- Other species show fewer SY birds relative to HY's the following year which suggests:

- the population does not have high recruitment
- many birds hatched at Lucky Peak likely return as adults

Life Histories

- Chipping Sparrows and Spotted Towhees are similar:

- in the sparrow family Emberizidae
- rely primarily on seeds in winter

- winter in Texas and N. Mexico (Figure 6)

- MacGillivray's and Yellow Warblers are similar:

- in the warbler family Parulidae
- feed primarily on insects throughout the year

- Neotropical migrants: winter in W. & S. Mexico (Figure 7)

- Dist. Hatched

- 2004: good year for seeds?

- 2001 and 2007: good years for insects?

- Migration Hypothesis

- arrival and breeding times differ because of distance traveled

- wintering locations or migration routes had different:

- weather
- habitat changes
- food supplies

This cause is unknown

Longevity

Multiple species studied did not match the BBL longevity data

- Dusky Flycatchers exceeded BBL records:

- Why?

- more multi-year recaptures. Increased odds because:
- Dusky's may survive longer at Lucky Peak and/or
- higher site fidelity than at other locations

- Yellow and Nashville Warblers were below BBL records

- Why?

- Lucky Peak breeders have lower survivorship and/or
- not enough recaptures to show true age distribution

Weather

Warmer temps and more rainfall in Boise increased population numbers for all species

examined.

- Springtime temps (Figure 4) may influence:

- arrival timing of adults
- nesting success
- food supplies

- Rainfall in June (Figure 3) could influence:

- amount of food available to young birds
- June is an important month for nesting and fledging

More rainfall in Guadalupe increased numbers of MacGillivray's Warblers.

• Correlation supports idea that Guadalupe is near actual wintering grounds (for an area with similar climate) for the Lucky Peak population (Figure 5)

- February precipitation may mean:

- good weather in general
- improved food supplies:
- increased fitness of adults prior to migration
- more likely to survive migration journey
- more fit for reproduction once they arrive

Similar conclusions were also reached by Hott et al. 2002

Special thanks to:

- Rob Miller for invaluable statistics advice and computer help
- The Idaho Bird Observatory and all crews from '97-'09 who



Figure 6: Chipping Sparrows and Spotted Towhees breeding in the United States

Boise, ID is indicated by a red dot. The colored regions are breeding ranges. Boise is indicated by a red dot.



Figure 7: MacGillivray's Warblers breeding in the United States


Boise, ID is indicated by a red dot. The colored regions are breeding ranges. Boise is indicated by a red dot.



Academic Excellence



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Vibrant Culture



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[Ahsahta Press](#), a not-for-profit literary publisher, was founded at Boise State University in 1974 to preserve the best works by early poets of the American West, including many underpublished women poets. Beginning with the works of "Objectivist" writer Norman Macleod in 1975, poetry by Peggy Pond Church, H.L. Davis, Hazel Hall, Gwendolen Haste, Haniel Long, Genevieve Taggard and others was restored to print. Ahsahta Press editors Dale Boyer, Orvis Burmaster, and Tom Trusky soon added works by contemporary Western poets to their list, including David Baker, Linda Bierds, Richard Blessing, Wyn Cooper, Gretel Ehrlich, Ken McCullough, and Carolyne Wright. The Modern and Contemporary Poets of the American West series was continued until 2002, when The New Series was established under the editorship of Janet Holmes. It comprised 56 titles, of which 45 are contained in ScholarWorks.

Books

[Jerusalem of Grass](#), David Axelrod

[Laws of the Land](#), David Baker

[Few and Far Between](#), Dick Barnes


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Student Project

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4-2-2010

Abstract
Our team has two main wishes for this project. First, we want to create a dynamic, interactive, residential community for students and young professionals. Secondly, we seek to give Boise State a positive presence downtown. Both of these goals will be realized with the creation of Zenabuki Village, a mixed-use development project unlike anything that Boise has ever seen. The false division between campus and city will finally fade away, and both will be revitalized in the process.

Additional Files
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[Nicole Crosby](#), *Department of Nursing, Boise State University*

[Emily Pearson](#), *Department of Art, Boise State University*

[Eric Schuler](#), *Department of Accountancy, Boise State University*

[Kelley Steen](#), *Department of Management, Boise State University*

[Brian Wright](#), *Department of Civil Engineering, Boise State University*

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SERVICE-LEARNING PROGRAM

Corpus Christi Day Shelter

[Michelle Nielson](#), *Boise State University*

[Nicole Underwood](#), *Boise State University*

Document Type

Student Project

Publication Date

2008

Instructor

Dr. Teresa England

Abstract

Quotes from Shelter Volunteers

"The best way for people to understand, is to strip them of I.D., S.S card, birth certificate, cash and credit cards. Give them a change of clothes, a sleeping bag and a list of services around town and turn them loose for 30 days. That would give them a taste of what homeless is like!"

"I have personally helped and enabled individuals to no longer be homeless."

"I have a special care for underprivileged and mentally slow people, people who are trying to exist after illness, addiction, or past wrong living who are trying to recover."

Recommended Citation

Nielson, Michelle and Underwood, Nicole, "Corpus Christi Day Shelter" (2008). *Service-Learning Program*. Paper 1.
<http://scholarworks.boisestate.edu/sl/p/1>

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Corpus Christi Day Shelter

"Homelessness can happen to anyone." - M. Fritz

Quotes from Shelter Volunteers

> "The best way for people to understand, is to strip them of I.D., S.S card, birth certificate, cash and credit cards. Give them a change of clothes, a sleeping bag and a list of services around town and turn them loose for 30 days. That would give them a taste of what homeless is like!"

> "I have personally helped and enabled individuals to no longer be homeless."

> "I have a special care for underprivileged and mentally slow people, people who are trying to exist after illness, addiction, or past wrong living who are trying to recover."

"My service experience increased my compassion of the everyday needs of homeless men, women and children. I am more thankful for my warm shower, full plate of food and safe bed to sleep in."

Nicole Underwood



Mural on the courtyard wall. "Angel smiling sunflower"

Michelle Nielsen, Nicole Underwood

Social Studies Methods 330- Dr. Teresa England

The learning objective for this course was to demonstrate how teachers can integrate service-learning into the elementary social studies curriculum.

"From my service at Corpus Christi I gained new appreciation for a sandwich with meat and cheese. We felt quite blessed when a generous donation of sandwiches arrived. Being homeless reflects the money in one's wallet not the value of their soul."

Michelle Nielsen

Providing Boise's Homeless:

The mission of Corpus Christi House is to offer hospitality and services to those in need in the city of Boise.

- > Mail services
- > Local phone services
- > Showers
- > Monthly storage
- > Laundry
- > Bus & YMCA passes
- > All the hot coffee you can drink!

"Be with,
not
Do for."
~ Henry



Can We Afford it?

“Some may wonder if libraries can afford to develop repository services, especially in a time when research institutions face shrinking resource bases. The Task Force members believe that neither research libraries, nor the institutions they serve, can afford to do without repository services. Such services have a powerful potential to enable key work and enhance the effectiveness of a wide range of functions across research institutions. Researchers and scholars with access to a spectrum of repository services will possess a substantial advantage in conducting cutting edge research, delivering high quality teaching, and contributing valuable services to society.”

The Research Library's Role in Digital Repository Services. Final Report of the ARL Digital Repository Issues Task Force, p 41. January 2009. <http://www.arl.org/bm~doc/repository-services-report.pdf>

Libraries Must Invest in the Future

- Investment in institutional repository+ services like ScholarWorks is one of the most strategic investments a library can make in this change environment.
- Libraries must make reallocations from lower priorities to fund institutional repository services and support scholarly communication initiatives.
- There is a short window of time for libraries to make themselves indispensable to their institutions in this change environment.

Concluding Thoughts

- It's all about the students, staff, and faculty.
- It's not about the library; it's all about the university.
- Accountability is key.
- Change is constant and the rate of change is immense.
- The university's strategic priorities are the library's strategic priorities.
- This IS the new normal for libraries.

Contact Information



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Marilyn K. Moody

Boise State University

- Dean of the University Library and Professor

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